

Leadership Development

Tough Conversations

19th March 2024





SCHOOL LEADERS TRAINING

THE BRITISH SCHOOL OF AMSTERDAM

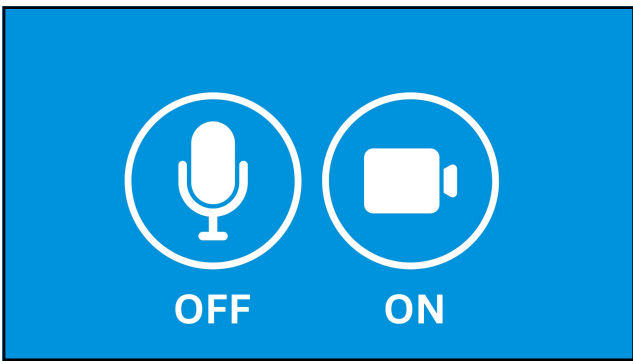
TOUGH CONVERSATIONS

(Planned and unplanned)
19th March 2024, 16:00 to 17:00 (CET)

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WHO IS HERE?

In chat, please enter your name and job title.



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Background: Mike Crossley

- **Head** - 14 years (Prep School aged 4-13)
- **Deputy Head** - 4 years, large tied school (4-13)
- **Senior Master** - 4 years, large stand-alone Prep School
- Professional Development:
 - NPQH award, qualified as an ISI inspector, RI trained,
 - L7 Executive Coach and Mentor, **MHFA & NUCO Youth Instructor, Qualified Senior Designated MH Lead**
- Currently involved in:
 - Running courses & training in wellbeing and leadership
 - **Trained over 350 teachers and adults working with children as MHFA practitioners since 2016**
 - Mentoring, supporting & coaching newly appointed Heads & Deputies; PGCE Tutor
 - Instructor for The Charlie Waller Trust

E: mike@schoolleaderstraining.co.uk



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50% of managers cite difficult conversations as their biggest challenge

Only 21% of managers feel confident at addressing difficult situations

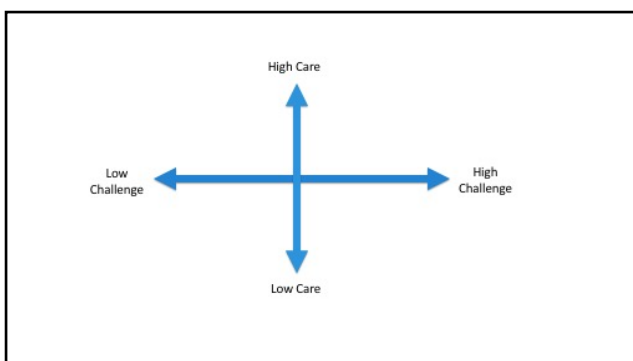
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OUTLINE

- 1) Why do we put off conversations?
- 2) Framework for planning a difficult conversation
- 3) Unexpected difficult conversations



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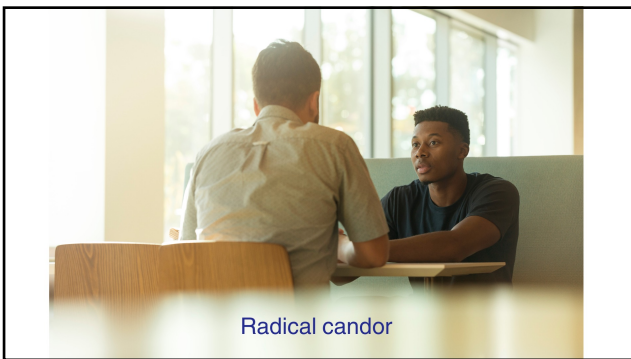
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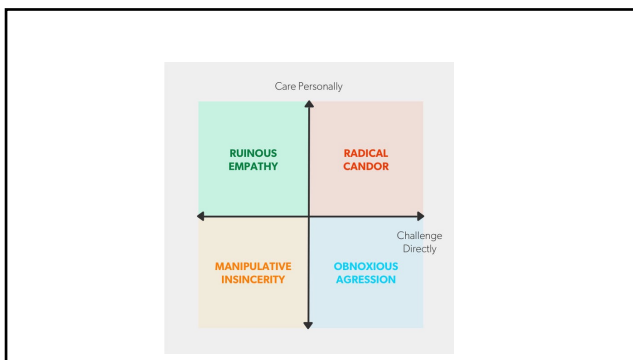
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Can you think of a time when you were acting in the zones of:

- (i) ruinous empathy
- (ii) manipulative insincerity
- (iii) obnoxious aggression

What could you have done differently?



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“Clear is kind; unclear is unkind.”

Brené Brown (Dare to Lead)


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Planning an opening statement-7 steps*

1. Name the issue;
2. Describe an Example;
3. Describe your Feelings;
4. Clarify why this is Important and what is at stake;
5. Accept your part in contributing to the issue;
6. Indicate the desire to Resolve;
7. Invite Them to Respond



*Susan Scott, Fierce Conversations

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What could come next?

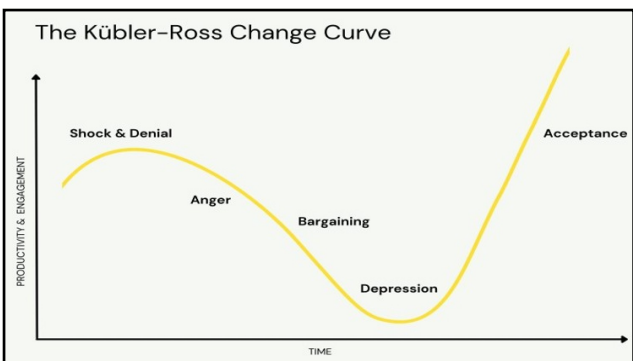
An illustration on a blue background. On the left is a white icon of a sad face with a tear. In the center is a cartoon girl with glasses and a sad expression, arms crossed. On the right is a white thought bubble with three small icons inside it.

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Your turn to use the NEFIART model – plan for no more than **90 seconds of delivery**. Choose one of the following where, as their line manager, a member of your team has been:

- Regularly late for meetings, events and even classes
- Unprofessional in their discussions about another colleague behind their back causing a lot of upset and unrest
- Failing to mark pupils' books in line with school policy and 'moonlighting' as a drummer in a band several evenings a week without your knowledge.
- Blatantly copying and pasting reports with the result that the wrong names are on some reports despite being warned about this previously

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There will be times when you have little or even NO time to prepare for a difficult conversation...

- Be ready to 'allow the emotion' to flow - Let them run out of steam
- Listen to all they have to say - No pre-judging
- What information do you need? – Prepare as best you can!
- What is my goal? – Desired Outcome
- Lay out and where to sit and stand - Room set up & verbal cues

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FINAL SECRET:
THE POWER OF CURIOSITY

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“When people believe you understand them, they give you permission to influence them.”


Richard Mullender

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SUMMARY

- 1) Why do we put off conversations?
- 2) Framework for planning a difficult conversation
- 3) Unexpected difficult conversations

Do not underestimate the power of listening and curiosity.



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THANK YOU...

ANY QUESTIONS

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KEEP IN TOUCH: monthly newsletter



www.schoolleaderstraining.co.uk

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